

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Jefferson Millwork and Design Inc.

#### Virginia's A.L. Philpott Manufacturing Extension Partnership

#### Jefferson Millwork & Design Steps Into The Future With Lean Manufacturing

##### Client Profile:

Jefferson Millwork & Design, Inc. is an Architectural Woodwork Institute-certified, premium-grade manufacturer of architectural millwork. The company offers complete fabrication and installation of high-quality custom woodwork for a nationwide commercial market, including corporate offices, museums, and institutional spaces. Founded in 1990, the company currently employs 65 people.

##### Situation:

Jefferson Millwork & Design (JMD) faced the normal growth-associated issues of constrained capacity, tightening production floor space, and inefficient workflow. The company's vice president and general manager had heard of lean manufacturing through related articles in trade journals. His interest in lean was further peaked after he and other employees attended a lean manufacturing workshop hosted by Virginia's A.L. Philpott Manufacturing Extension Partnership (VPMEP), a NIST MEP network affiliate. When JMD decided to pursue a lean strategy of continuous improvement, it asked VPMEP to help.

##### Solution:

Under VPMEP's direction, JMD has undertaken a training and implementation approach. Over time, VPMEP provided training to large portions of the workforce in areas ranging from visual workplace and organization to cellular manufacturing. During the training phase, management made use of the knowledge gleaned in workshops to incorporate changes in various areas throughout the company. As a result, JMD is making better use of its available workspace, improving material flow efficiency, and making significant gains in productivity.

##### Results:

Increased operating margins by 67 percent over the previous year.

Delayed new facility requirement by a minimum of two years, resulting in an interest cost savings of \$300,000.

Produced a cleaner, better-organized, and more spacious working area.

Moved several machines and work areas to achieve better workflow and material control.

Removed several hundred feet of travel from the manufacturing process.

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Addressing the flow of information to improve product quality.

**Testimonial:**

"If JMD products and services are better than our competitors', then we will always have customers. With Virginia's A.L. Philpott Manufacturing Extension Partnership as our partner, we will ensure JMD is on track to meet the growth challenges of the future."

Michael Corrigan, Vice President / General Manager